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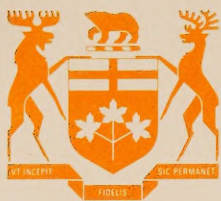
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ăc'cèss(-ks-; also *aksēs'*, see *etym.*), n.
Approach; addition; right or means of
approaching (*to*); being approached (*easy*
of ~); advance (*~ & recess*); passage,
channel, doorway; adhesion, growth, (usu.
now *accession*); attack or outburst (of ill-
ness, anger, emotion). [The doubtful
accent is due to double derivation. **1.**
(sense *attack*, pron. *ăk'sès*) f. F *accès* f. L
accessus n. f. AC(*cedere* *cess-* come); **2.** (other
senses, pron. *aksēs'*) direct f. L *accessus*.
... however have

December 10, 1973



To all Ministry staff:

Over the last year and a half since our Ministry was created from programs of five different departments, we have been reviewing what would be the most effective structure to deliver our services.

Through the efforts of the Regional meetings in identifying needs, the Task Force on Community and Social Services in recommending the principles of a new direction for the Ministry, and the Assessment and Implementation Planning Group in assessing the implications and recommending a specific organizational structure, we have been working towards our new structure. Of course, countless discussions both formal and informal have been part of the process also.

As a result we have now adopted a new organization which I trust will enable us to provide, ultimately, a better service and derive more pride and satisfaction from our efforts.

Rene Brunelle
Minister

Report by T.M. Eberlee
Deputy Minister

Toward a New Direction for the Ministry of Community and Social Services

After over a year of careful study and through the efforts of many people both within and outside the Ministry, we have settled on a new organization structure. In this newsletter I will try to provide you with all the current information that I can on our new organization and the directions in which we intend to move in the months ahead. However, before discussing the structure itself I would like to offer you a few of my thoughts about it.

First, I believe that the new structure is a good one. It is designed to enable us to do our job more effectively, to solve local problems locally and to meet our provincial and governmental responsibilities centrally. But the structure is just a tool and like all tools it is only as effective as the people who use it. The organization structure can only help us to achieve our goal of service to the people of Ontario if individually we accept a measure of responsibility for making it work.

Second, as the outline of the new structure is described in the pages that follow, many of you should be able to determine where your job fits in to the new organization. For some, there will be uncertainty. For most, that uncertainty should be resolved shortly. However, in some cases, the uncertainties will only be resolved in working out the final details of the structure. Let me assure all of you that you will not lose your job nor will you have your salary reduced as a result of the new organization. We will find employment for each of you in the region where you now work, if you do not want to move. In addition, there will be opportunities to apply for new jobs and promotions in the new organization. I hope that we get a good response within the Ministry from the many competitions that we will be running.

Finally, we have only settled on the outlines of the new structure the key features of which are:

- A single delivery system under an Assistant Deputy Minister
- An integrated program development section under an Assistant Deputy Minister, and
- Certain central functions grouped in the Deputy Minister's office.

The specific details of role and responsibility, and interface with the rest of the Ministry will be developed by the individuals responsible for such operations. Therefore, many of you can expect to be deeply involved in this organization work in the months ahead.

What Does it Mean to the Delivery System?

To improve the integration and coordination of services to our clients, we intend to develop a single delivery system. District Offices will be given a high degree of program responsibility and decision-making authority to solve local problems at the community level. They will be supported by resources and expertise at a larger Area level and represented in the head office by an Assistant Deputy Minister.

New District Administration

Districts will be the centre of a great deal of decision-making with regard to direct program delivery, local social planning and coordination with related agencies. District Directors will have prime responsibility for delivery or supervision of delivery at the community level of the following programs: citizenship, day nurseries, family benefits, family services, general welfare, Indian community, legal aid assessment, sports and recreation, and vocational rehabilitation. Most of these programs are now delivered through one or more of the specialist groups that constitute our Ministry field force. Under the new arrangement all

necessary specialties will be retained, but now specialists in the field will be primarily responsible to the District Director rather than the head office. In addition to these direct delivery responsibilities, District Directors will be responsible for local social planning within the District. This responsibility will involve them in all institutional and community development plans and in recommending all District-based funding. They will also work closely with other ministries and other levels of government.

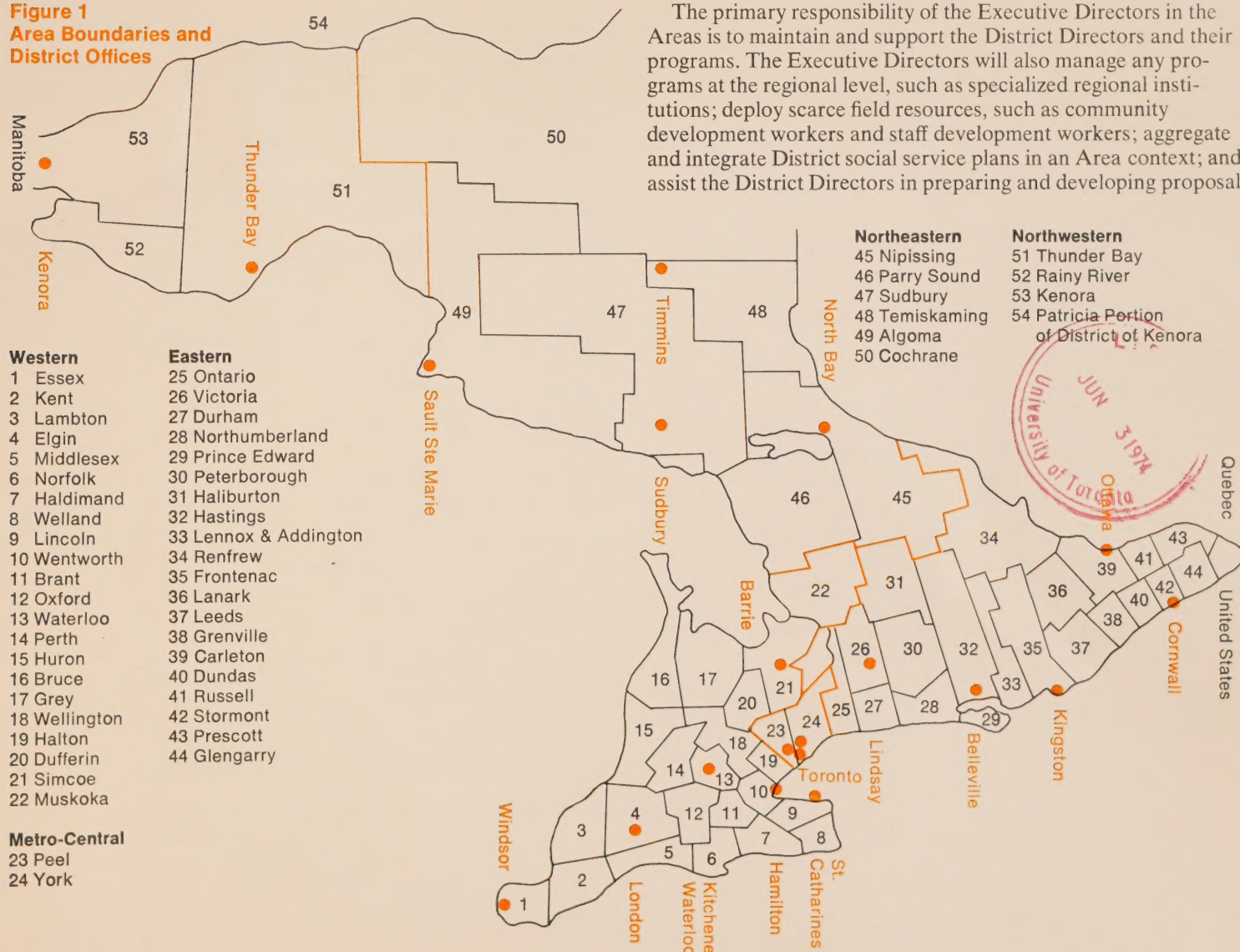
Our plan is to have twenty District Offices together with a number of sub-offices. The current regional offices and sub-offices will be retained as either District Offices or District Sub-Offices. In no case will the present accessibility of services to the public be impaired.

New Area Responsibilities

The District Directors will be supported by five Area Executive Directors—Northwestern, Northeastern, Eastern and Western Ontario, and Metro-Central—to provide broad co-ordination, to deploy scarce resources, and to deliver those programs that cannot be made available at every District Office. (Figure 1)

The primary responsibility of the Executive Directors in the Areas is to maintain and support the District Directors and their programs. The Executive Directors will also manage any programs at the regional level, such as specialized regional institutions; deploy scarce field resources, such as community development workers and staff development workers; aggregate and integrate District social service plans in an Area context; and assist the District Directors in preparing and developing proposals

Figure 1
Area Boundaries and District Offices



for specific resources and projects as well as the overall budgetary requirements for the Districts in that Area. Because each Area has different needs and resources, the actual specific responsibilities of staff in District and Area Offices may differ from Area to Area. (Figure 2)

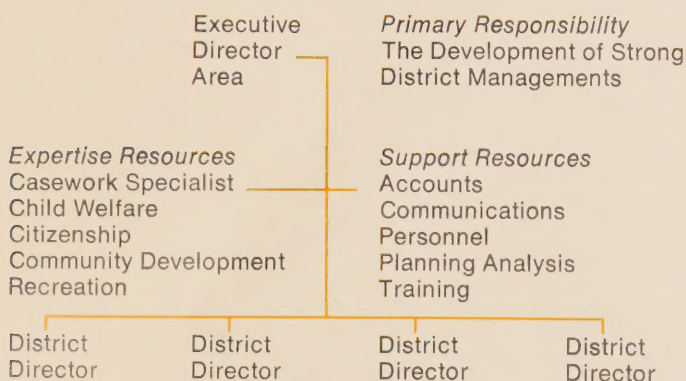
New Delivery Organization

This integrated delivery system of Districts and Areas will be represented and supported in Queen's Park by an Assistant Deputy Minister of Delivery. To bring the necessary support systems into close relationship to their primary clients, the Assistant Deputy Minister will be responsible for the operation of provincial maintenance systems and the provision of Financial and Administrative Services.

The operation of the provincial income maintenance systems, including both the payment of Family Benefits and the maintenance allowance of Vocational Rehabilitation, will be administered by a Provincial Benefits Branch. The ultimate objective is to get decision-making authority to the field either through the present experiments in Family Benefits for St. Catharines and North Bay, or the introduction of the new computer system. Provision will be made of course for all personnel now involved in the central administration of Family Benefits.

The specific units related to Accounts, Administrative Services, Management and Financial Consulting, and Management Information Systems, will be placed under an Executive Director of Financial and Administrative Services. The administration of personnel as distinct from personnel policy is currently under review to determine how it can be included in the Delivery section. A new Capital Services Branch has been created within this Division to draw together a technical support capability for the institutional programs including specialized personnel in architecture, site approval, construction and building maintenance. (Figure 3)

Figure 2
An Area Office Might Have the Following Resources and Responsibilities



How Do We Integrate Program Development?

A new Program Development section, under an Assistant Deputy Minister will be responsible for the ongoing development, monitoring, evaluation and improving of the programs of the Ministry. The specific units of Program Development will develop policy proposals, initiate experimental programs, and provide program consultative support to the field.

Although they will not be responsible for day-to-day program operation, some units may have responsibility for elements of province-wide delivery which cannot be decentralized. Examples could include Ministry liaison with provincial and national umbrella organizations, processing of grants for projects of a provincial scale, and operation of specialized provincial projects such as Heritage Ontario or the Ontario Summer Games. Program Development will share responsibility with the Delivery system for planning local capital projects, processing local grants of significant size and meshing local social plans with provincial program priorities.

Improved integration of Program Development will be achieved through new groupings of programs into the three

Figure 3
Central Operations Include the Following Proposed Responsibilities

Provincial Benefits Branch

- Payout services related to Family Benefits, Vocational Rehabilitation Services Allowance, direct payouts related to General Welfare Assistance.
- Payout services related to Thalidomide children.
- All other direct operational capabilities related to the delivery of Family Benefits.

Financial and Administrative Services

Accounts Branch

- Basic accounting responsibilities.
- Collection and maintenance of routine statistics.
- Payments to institutions.
- Quarterly reporting.
- Expenditure analysis.

Administrative Services Branch

- Basic administrative services.

Capital Services Branch

- Architectural services and approval.
- Site approval
- Final plans approval
- Claims processing.
- Plans monitoring, e.g. insuring adequate tax rebates have been received.
- Appropriation control of all capital projects.
- Contract filing.

Management and Financial Consulting Services Branch

- Basic financial consulting services.

Management Information Systems Branch

- Development of appropriate information systems for the Ministry.
- Maintaining information systems.

Divisions of Income Security, Social Services and Community Services, each supported by a Program Development Committee. These advisory committees are designed to provide a forum for program co-ordination within divisions as well as allow for cross-fertilization of program interests across divisions. With the exception of a small core of people drawn from the Division, membership on these Committees will vary according to the issues at hand, and could at any one time consist of representatives from the support and Delivery systems of the Ministry as well as representatives of outside agencies.

The units in Program Development will vary in their role and responsibilities. We have used the following terms to reflect the character and role of each:

Office refers to a sharply focused provincial activity of a co-ordinating or direct operational nature.

Secretariat refers to a grouping of functions devoted to the development of policy and program design focusing on co-ordinating and/or influencing other programs and policy interests within the Government and other jurisdictional areas.

Bureau refers to a grouping of functions related to both development of program and policy initiatives as well as direct program delivery. Bureaux reflect either a large aggregation of functions to service a client group, e.g. Children's Services Bureau, or a large aggregation of clients being served by specific functions, e.g. Sports and Recreation Bureau.

Income Security Division

The Income Security Division is comprised of three secretariats.

The Provincial Income Security Secretariat will be responsible for policy and program development for provincial income maintenance programs, for monitoring all income assistance programs, e.g. Unemployment Insurance and Workmen's Compensation, and for taking the lead in negotiation with the federal government.

The Municipal Welfare Secretariat will be responsible for policy and program development for General Welfare Assistance, Special Assistance and Supplementary Aid, and work activity projects. In addition, the Secretariat will provide the consultative expertise on the administration of these programs.

The Legal Aid Secretariat will be responsible for the support of the present legal aid assessment program.

Social Services Division

The Social Services Division is composed of three bureaux and specialized consulting services.

The Children's Services Bureau will integrate the planning and development of a wide range of services to children including those services that are now associated with child welfare, day nurseries and institutional care. The new bureau will be responsible for the co-ordination of a comprehensive adoption service including provincial, national and international adoption matters that pertain to Ontario. As the provincial child welfare authority, the Children's Services Bureau will be responsible for co-ordinating child welfare policy in Ontario. Additional responsibilities will include provision of grants and consultation to provincial organizations and those involved in direct service delivery. It will assess capital plans for projects and function as the central licensing authority for nurseries, children's boarding homes and other children's institutions.

Figure 4
New Organization for Delivery



The Senior Citizens' Bureau will be responsible for the development and monitoring of policies and programs for the aged. It will assess capital plans for projects, provide consultative expertise to the field on programs in Homes for the Aged and Elderly Persons' Centres, operate province-wide programs such as retirement education, and the senior volunteer program, and process provincial grants to umbrella organizations.

The Rehabilitation Bureau will be responsible for developing policy and program initiatives in the vocational rehabilitation program. It will determine provincial grants to umbrella associations and provide professional development and consultative expertise to the field. In addition, it will speak for the handicapped both within the Ministry and outward across the Government.

In addition to these bureaux, the Executive Director, Social Services, will supervise a number of specialized consultants to the Ministry including those in the areas of nutrition, homemaking, social service counselling, and debt/credit counselling.

Community Services Division

The Community Services Division is grouped into four units—two bureaux, one secretariat and one office.

The Sports and Recreation Bureau will be responsible for developing policy and program initiatives and for providing consultative expertise in areas such as leadership skills, therapeutic recreation activity and youth programs. It will provide grants and consulting services in the fields of recreation, leisure, sports and culture to provincial organizations and other levels of government, as well as operate provincial programs such as the Ontario Games. Finally, this Bureau will house the Athletics Commission and have responsibility for Community Centres.

The Citizenship Bureau will be responsible for the development and monitoring of policies and programs for newcomers. It will represent ethnic special interests to this and other Ministries, as well as operate such provincial programs for newcomers as

Welcome House, ESL, etc. It will determine grants to umbrella associations and provide consultative expertise to the field.

The Indian Community Secretariat will develop policy and program initiatives in services to native people. It will also represent the special interests of Indian people to this and other Ministries, as well as provide consultative expertise to the field. It will also be responsible for determining grants to umbrella organizations and dealings with the federal government.

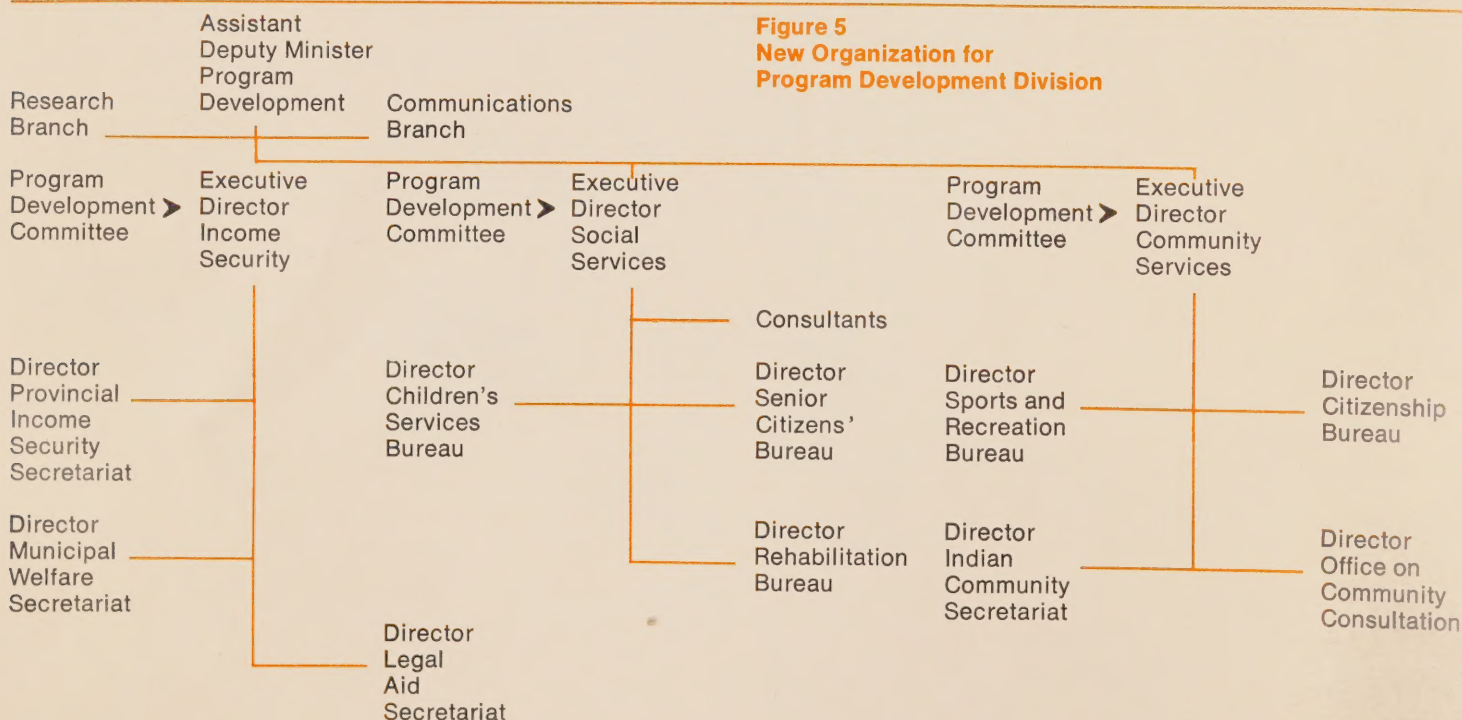
The Office on Community Consultation will be responsible for policy development and providing consultative services in community planning and development to this and other Ministries of Government. In addition it will have responsibility for supporting the community information centres program.

The Assistant Deputy Minister of Program Development, who will have a co-ordinating role in overall program integration, will be assisted by the two head office support branches most involved in policy and program development. (Figure 5)

The Communications Branch will be responsible for the development of province-wide communications programs, promoting the Ministry goal, monitoring the internal and external communications function, providing consultative expertise to the field and program development units, and developing the communications policy for the Ministry. One of the first priorities of the Communications Branch is to identify those communications resources and activities which should be located in the field.

The Research Branch will assist the Program Development units in preparing policy and program initiatives, evaluating programs and research services to assist in improving Ministry programs. Although the primary client of the Research Branch is Program Development, resource and expertise will be made available to the Delivery section as required.

Figure 5
New Organization for
Program Development Division



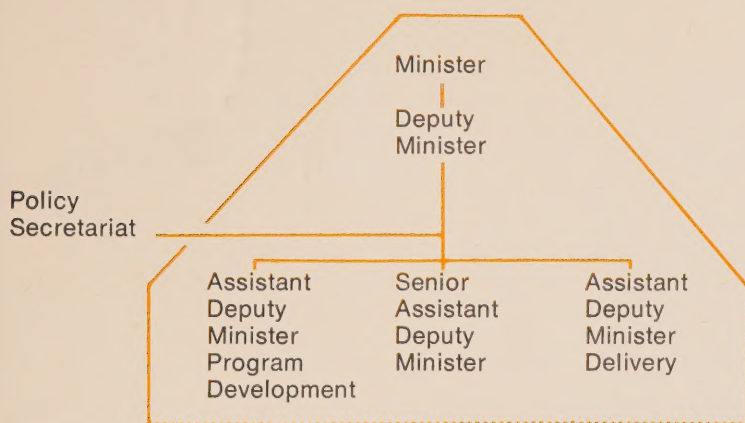
How Do We Integrate Delivery and Program Development?

The full implementation of the new structure, and the evolution of a new direction for the Ministry will take time. A Senior Assistant Deputy Minister will assist the Deputy Minister in the ongoing task of overseeing implementation of the Ministry's new structure and any other major organizational changes. In addition, the Senior Assistant Deputy Minister will assume major responsibilities for the Minister and Deputy Minister, and will be the senior policy advisor to the Deputy.

To facilitate the effective integration of Program Development and Delivery, a Senior Management Committee, composed of the Minister, Deputy Minister, Senior Assistant Deputy Minister and the two Assistant Deputy Ministers, supported by a Policy Secretariat, will be instituted. The new Committee's role will be to translate government directions into specific objectives and policies for the Ministry, to assess plans and program ideas, to steer cross-ministry policy planning activities and to provide a forum for the resolution of a wide range of short term problems. (Figure 6)

As Secretariat to the Management Committee, the Policy Secretariat will have a co-ordinating role in areas related to both

Figure 6
Senior Management Committee

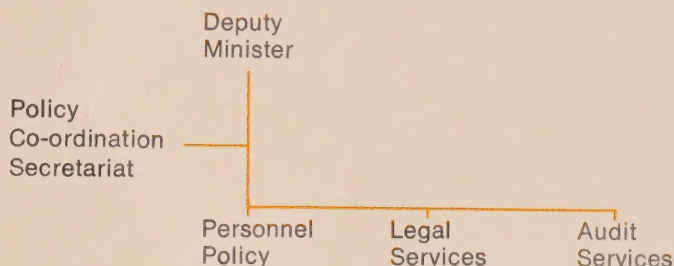


management and policy concerns. It will also be the focal point for policy and financial relations with the various central agencies of government, submissions to the Policy Field committees, Management Board and Cabinet, and co-ordinating the multi-year forecasting, and estimates preparation for the Ministry. The Co-ordinator of the Policy Secretariat, with a small full-time staff, will report to the Deputy Minister.

Recognizing the principle that support services be aligned as closely as possible with the units they are intended to serve, the training and staff development resource, so critical to the successful implementation of the new direction, will be assigned to those units that require their service. Thus, managers in Delivery and in Program Development will have a responsibility for ensuring the adequacy and relevance of training in the Ministry. Overall training policy will be included with personnel policy and a manpower planning concern into a new Personnel Policy Branch reporting to the Deputy Minister.

Legal Services and Audit Services will continue to report to the Deputy Minister. (Figures 7, 8)

Figure 7
The Deputy Minister's Office



How Do We Make the Organization Work?

I believe that this will be a good organization structure for the Ministry. However, as I said at the beginning of this newsletter, a new structure is only a tool. It is people that make an organization work. Your contribution, your attitude, your commitment to the goals and objectives of the Ministry are more important than any structural changes that we can make.

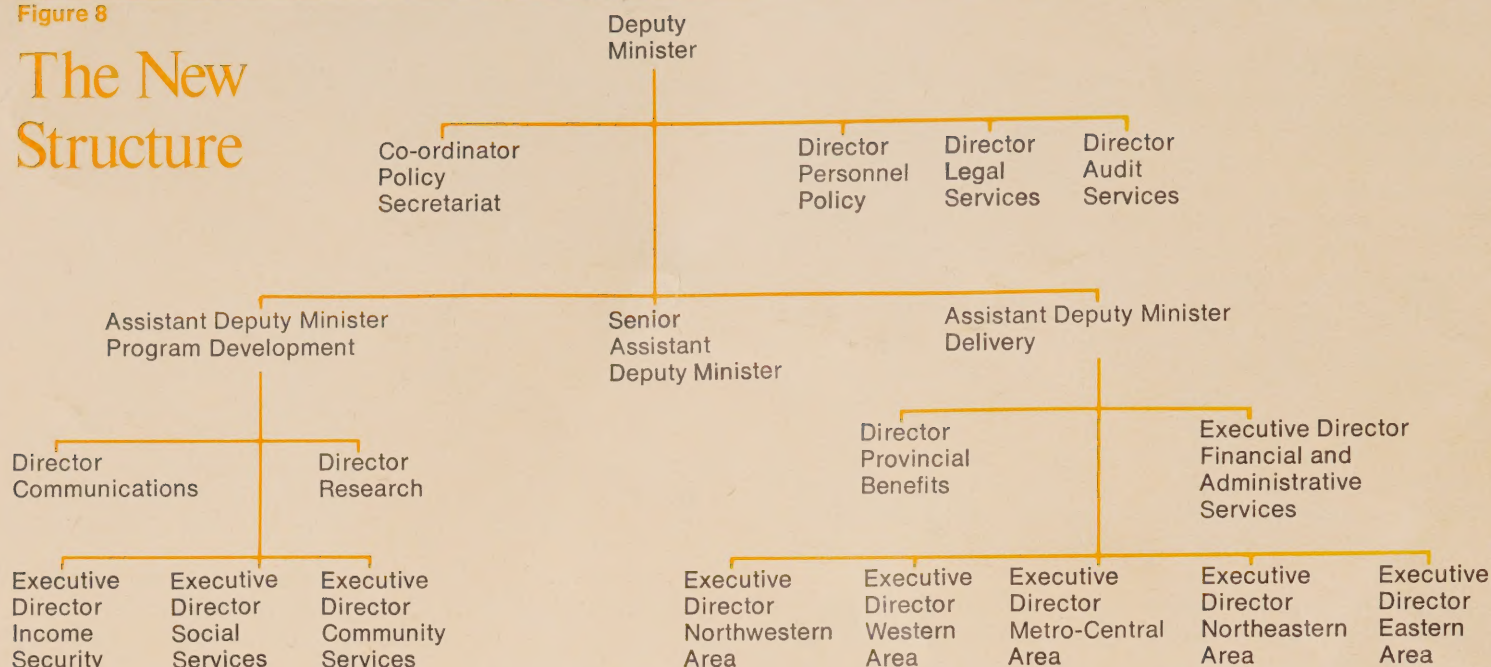
To get our new organization underway as quickly as possible, a number of decisions about appointments and competitions at the senior levels of the Ministry have been made. As the details of the organization are worked out, further appointments and competitions will be announced.

Many of you can expect to be deeply involved in working out the details of the new structure. The Assistant Deputy Minister of Delivery and the Area Executive Directors will be in the field by January to discuss with you the responsibilities and staffing of District and Area Offices.

The specific details of the exact role and responsibility of each unit in Program Development will be developed by those individuals responsible for such operations. These would include the need to define the specific internal organization of each unit, the specific allocation of individual responsibilities in and across Program Development units, the relocation and transfer of responsibilities of individuals, and the determination of the extent and appropriate placement for decision-making responsibilities relocated to the Delivery wing of the Ministry.

At this time, we would like to thank the Task Force on Community and Social Services. We are all indebted for the guidance they have given us in finding our new direction. The Chairman, Hugh Hanson, and Members, Jack McKnight, Dave MacCoy and Grant Lowery, have provided us with a goal for our new direction on the principles on which to build a structure. It is now up to each of us to make our Ministry organization work.

The New Structure



Senior Appointments Effective January 1, 1974

Deputy Minister's Office		Executive Director, Northwestern Area	L. Crawford
Co-ordinator, Policy Secretariat	P. Szego	—District Director, Kenora	Vacant
Director, Personnel Policy	J. Hunter	—District Director, Thunder Bay	Vacant
Director, Legal Services	D. Rutherford		
Director, Audit Services	G.D. Haig	Executive Director, Northeastern Area	C. Williams
		—District Director, North Bay	Vacant
Senior Assistant Deputy Minister	Miss D. Crittenden	—District Director, Sault Ste Marie	Vacant
		—District Director, Sudbury	Vacant
		—District Director, Timmins	Vacant
Assistant Deputy Minister, Program Development	Vacant	Executive Director, Western Area	H. Willems
Director, Communications	Mrs. P. Jacobsen	—District Director, Barrie	J. McReynolds
Director, Research	P. Capps	—District Director, Hamilton	C.E.R. Thompson
		—District Director, Kitchener-Waterloo	D. Cornish
Executive Director, Income Security	G. Heagle	—District Director, London	Vacant
—Director, Provincial Income Security Secretariat	Vacant	—District Director, St. Catharines	I. Desiri
—Director, Municipal Welfare Secretariat	Vacant	—District Director, Windsor	Vacant
—Director, Legal Aid Secretariat	H.R. Dignam		
		Executive Director, Eastern Area	J. Amos
Executive Director, Social Services	G. McLellan	—District Director, Belleville	Vacant
—Director, Children's Services Bureau	Vacant	—District Director, Cornwall	Vacant
—Director, Senior Citizens' Bureau	Vacant	—District Director, Kingston	Vacant
—Director, Rehabilitation Bureau	H. Sohn	—District Director, Lindsay	Vacant
		—District Director, Ottawa	P. Crichton
		Executive Director, Metro-Central	Mrs. E. Etchen
Executive Director, Community Services	D.R. Martyn	—District Director, York-Peel	Miss B. Graham
—Director, Sports and Recreation Bureau	R.E. Secord	—District Director	F. Purificati
—Director, Citizenship Bureau	F. Moritsugu	—District Director	Vacant
—Director, Indian Community Secretariat	W. Welldon		
—Director, Office on Community Consultation	D. Cole		
Assistant Deputy Minister, Delivery	Vacant		
Director, Provincial Benefits	W.G. Smith		
Executive Director, Financial and Administrative Services	J.E. McKnight		
—Director, Accounts	B. Pilotte		
—Director, Administrative Services	J. Dean		
—Director, Capital Services	Vacant		
—Director, Management and Financial Consulting Services Branch	B. Dalby		
—Director, Management Information Systems	G. Jardine		

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Message from
Miss D. Crittenden
Deputy Minister of Community
and Social Services

Period of Transition and Growth as Changes Evolve

Many of you may have been wondering what has transpired since the announcement in December of the outlines for the reorganization of this Ministry. As your new Deputy Minister, let me assure you that a great deal of thought and effort has been devoted in the past three months to enable us to go ahead with the exciting and challenging task of making the new structure work. It is a task which will involve each and every member of the Ministry and will call for the energy, enthusiasm and close co-operation of all sections.

I can tell you that the framework for the new design is now complete. But, as I'm sure you all appreciate, achieving the best and most effective methods of enabling us to meet our objectives as a ministry is not something we can easily rush into.

This is now one of the biggest ministries in the Ontario Government. The transfer from the Ministry of Health to the Ministry of Community and Social Services of the programs for the Mentally Retarded, effected on April 1, brings our personnel complement to over 10,000 – not counting the thousands more who deliver our programs through agencies. I should like to welcome the Mental Retardation Services staff into our midst. We look forward to working with them in carrying out our increased responsibilities.

Let me emphasize, however, that the importance of this Ministry is not based on its size but on its mandate to provide community and social services to the people of Ontario. With an expanding role in fulfilling our obligations in this field, it is vital that the new organization we are developing is one that will equip us to plan and deliver our programs in the most efficient and effective manner possible.

This, the second, issue of Access will bring you up to date on what has been happening in the past three months. On pages 4 and 5 you will find the new Organizational Chart for the Ministry. Most of the senior staff team have been appointed.

The Senior Management Committee, including myself, the two new Assistant Deputy Ministers and the Executive Director of Finance and Administrative Services, has spent the last couple of months reviewing the organization that has been decided upon and the directions in which we will be moving.

We know that the phases of carrying out the decentralization of the various services of the Ministry and the smooth transfer of programs and functions in both wings of the Ministry will take time. It may be a year before the changes

now evolving will be finalized. This year of transition is not going to be an easy one, but I am confident that with your commitment and co-operation it is going to be a stimulating one.

I should like to explain that at present there are two parallel processes evolving. One is the transfer of authority and the assumption of new responsibilities in both the Delivery and the Program Development wings. The other involves the incorporation into the Ministry of the mental retardation services.

I should also like to introduce to you the new Senior Management Committee which will be playing an important role in the months ahead to ensure the efficient implementation of the reorganization.

John Anderson, our new Assistant Deputy Minister of Delivery, is no stranger to our Ministry. He was formerly Commissioner of Metro Toronto's Social Services, and as such he has already established a reputation in the delivery of services. As many of you know, he was previously Director of Municipal Welfare Administration with the Ministry.

Alan Gordon, our new Assistant Deputy Minister of Program Development, was formerly Assistant Deputy Minister, University Affairs Division of the Ministry of Colleges and Universities. As a teacher, a university administrator and a planner at such a senior Government level, he will be able to provide an excellent background in policy development and the initiation of new programs.

Jack McKnight, Executive Director of the Financial and Administrative Services Division, was formerly Director of Family Benefits, and a member of the Task Force on Community and Social Services. With his formal training as an accountant, Jack has the practical experience of both program planning and support services.

Archie McCaig, who is Executive Co-ordinator of the Mental Retardation Management Committee, will play an advisory role to the Senior Management Committee.

Future issues of Access will continue to report the details of the reorganization process and introduce you to senior officers and new members of the Ministry – you may wish to keep copies as a useful source of reference.

Above all, I would like to emphasize again that we are all involved in this transition and that our success in making the new organization work well will depend largely on the efforts of each and every one of you in carrying out your individual job.



Ontario

Hon. Rene Brunelle
Minister

Miss D. Crittenden
Deputy Minister

Mrs. Pat Jacobsen
Director, Communications

Peggy Butler
Editor

Implementing the New Organization

As was fully described in the last issue of Access, the new organization of the Ministry – with its Delivery and Program Development wings – was designed to foster the two-fold aim of greater co-ordination of programs and better local delivery of those programs.

It has become clear that although primary areas of responsibility can be assigned to either Program Development or Delivery, it is neither possible nor desirable to draw rigid lines. Success rests on the inter-relationships and interaction between the two groups.

The assumption of new responsibilities, including the process and timing, will therefore vary according to the different areas and programs. It will depend on such factors as geographic differences, on the people and services involved, on what expertise is already available in a specific area and what further resources will be required.

For instance, the requirements and use of programs in Thunder Bay may differ from those in London; the structure of the vocational rehabilitation program is different from that of child welfare; and it may be found necessary to separate the components within a program itself.

First Priority

The Senior Management Committee has adopted a method of implementation where some sections will be transferred immediately from Program Development to Delivery. Others, because of the nature of the programs involved, will require a longer period of assessment.

Those programs which will be relocated on a first priority basis will be:

- Family Benefits
- General Welfare Assistance
- Vocational Rehabilitation
- Day Nurseries
- Legal Aid
- Community Consultation
- Citizenship

This group of programs has been given priority for several reasons – they are already part of the delivery system of the Ministry; they already have staff in the field; and there is a good deal of familiarity with these programs in the field.

The District Directors already supervise some directly, such as Family Benefits, General Wel-

fare Assistance and Legal Aid. They are familiar with such programs as Day Nurseries and Vocational Rehabilitation because these have historically been located in the District Offices. And the representatives of the Citizenship Bureau and the Office on Community Consultation have for the past year been working very closely with the District Directors.

The rest of the programs will eventually be transferred to the Delivery wing as soon as the details for the most effective method have been worked out. However, because there is a high priority on a single Ministry presence in the districts, field officers from this grouping already outside of headquarters will be located as quickly as possible and where feasible with other Ministry staff in the region, regardless of reporting relationships. Close working relationships which may have been developed over the last year, however, should be continued. It should be accepted throughout the Ministry that you don't have to work *for* someone to work *with* someone.

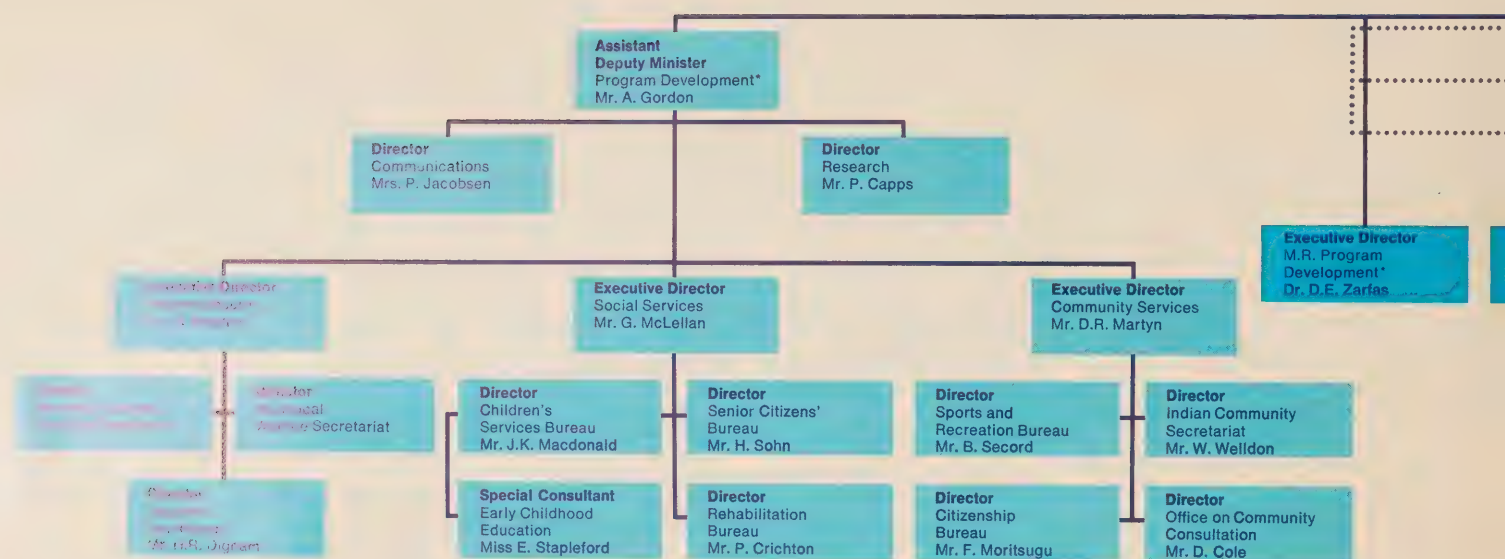
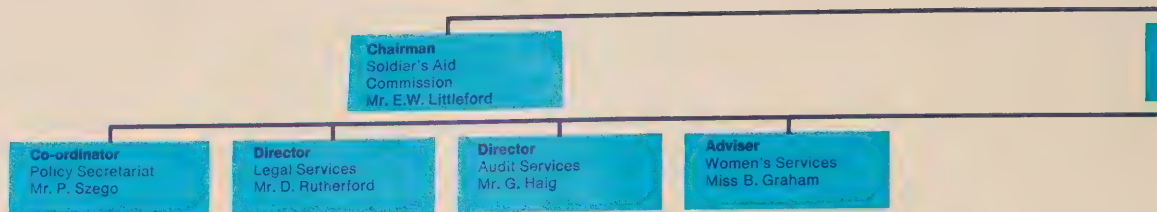
In spite of the modifications described above, there are certain assumptions which remain valid as the Ministry moves into the next stages of reorganization. These include:

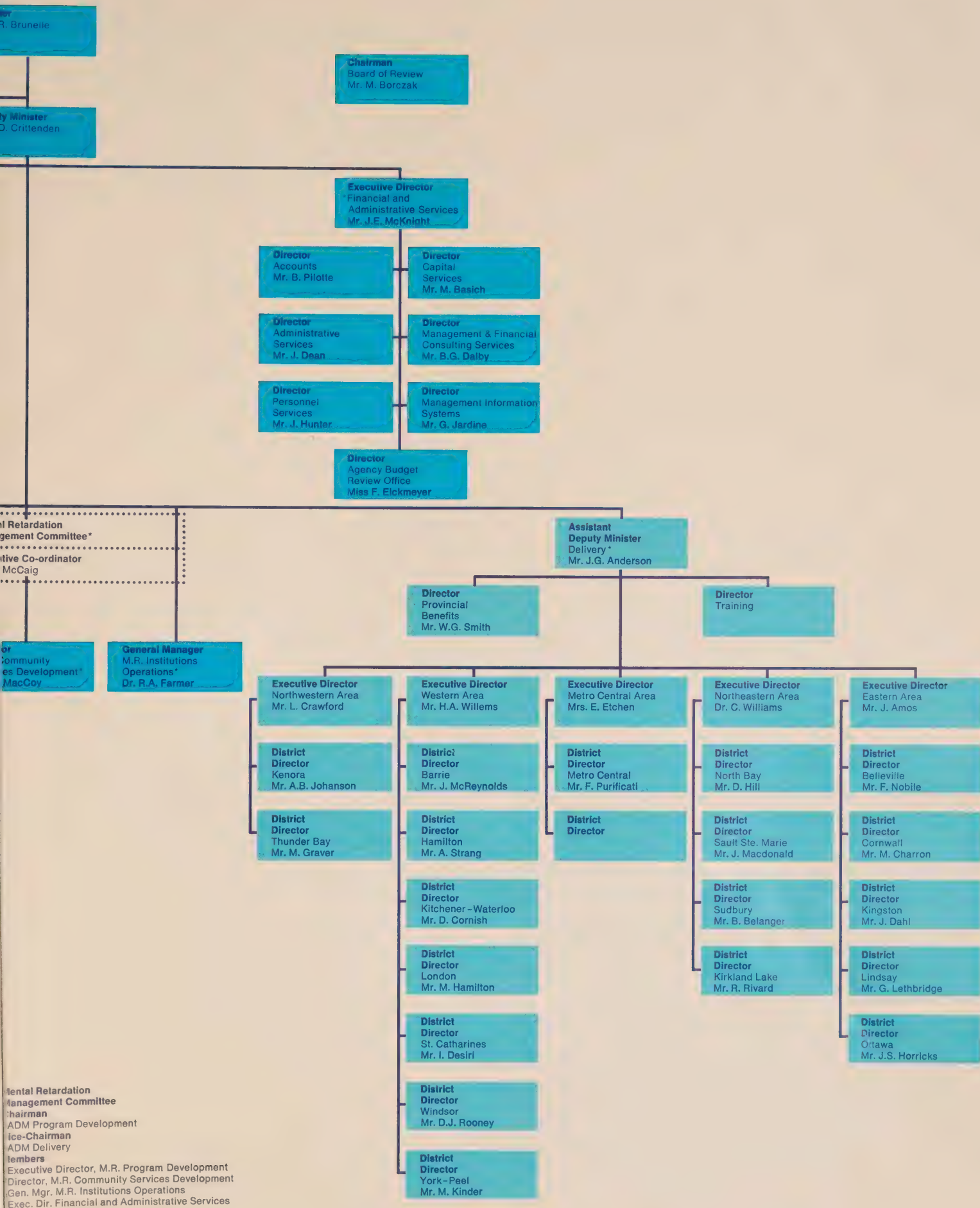
- that delivery of services will be predominantly at the District level;
- that responsibility for the delivery at the District level should be in the hands of the District Director;
- that the District Director should have access to the resource which delivery at the local level involves;
- that there should be line accountability for staff members to the District Director for services which they render in his geographic area;
- that the Area Executive Director is a co-ordinator of planning and service but he does not deliver directly;
- that Metropolitan Toronto is an exception and requires special treatment.



Organizational Chart

Showing Senior Positions
April, 1974





Profiles

Miss D. Crittenden Deputy Minister

Dorothea Crittenden, who assumed her responsibilities as Deputy Minister, Community and Social Services, in January, is the first woman ever appointed to a Deputy Minister's post by a Canadian government. Born in Blyth, Ontario, she received a BA degree in psychology and sociology from the University of Toronto.

Miss Crittenden taught school for two years in Northern Ontario before entering the Ontario Civil Service in 1937 in what was then the Department of Public Welfare. Her career has included such positions as head of the personnel office and Executive Director, Finance and Administration. From 1967, she served as Assistant Deputy Minister of the renamed Department of Social and Family Services, which became known as the Ministry of Community and Social Services in 1971 when the Government of Ontario was restructured.

With an intense interest in all phases of human rights, Miss Crittenden has played a major role in the formulation of Ontario's social services policy, particularly in federal-provincial areas.

She is a member of the Canadian Council on Social Development, the Public Personnel Association, the American Public Welfare Association, and the National Conference on Social Welfare. She is President of the Ontario Civil Service Quarter Century Club.



A. Gordon Assistant Deputy Minister Program Development

As Assistant Deputy Minister, Program Development, Alan Gordon's chief concern will be the integration of the Program Development wing of the Ministry's new structure, specifically Income Security, Social and Community Services. He will also share responsibility for the reorganized Delivery system in the areas of planning capital projects, processing local grants and co-ordinating local social planning with provincial priorities.

From 1967 till he took up his new appointment, Mr. Gordon was Assistant Deputy Minister, University Affairs Division of the Ministry of Colleges and Universities.

After graduating from the University of Toronto and the Ontario College of Education, he taught at Meaford District High School from 1955 to 1958. He then joined the University of Waterloo as registrar and was involved in the academic development and student award programs. He became assistant to the President of the university in 1966 and in addition was executive secretary to the Council on Planning and Development.



J.G. Anderson Assistant Deputy Minister Program Delivery

Before assuming his new role as Assistant Deputy Minister, Program Delivery, John G. Anderson was Metro's Commissioner of Social Services. He is responsible for the Ministry's new decentralized system of service delivery. This will include the operation of the 20 District Offices and the sub-offices throughout the Province, which now fall into the five designated regional areas supervised by Area Executive Officers.

After graduating in arts from the University of Toronto in 1952, Mr. Anderson spent five years with the Federal Department of Health and Welfare before joining the Ontario Provincial Government. He served in this Ministry (then called the Department of Public Welfare) for 14 years.

During his career he was regional administrator in Peterborough, Wingham and Chatham. After serving as executive officer in Toronto, he was appointed Director of General Welfare Assistance with the Ministry, a position he held until 1967, when he left to join the Metro government.



First Stage of Overall Policy on Services for the Mentally Retarded

The transfer on April 1 of the Mental Retardation Services program from the Ontario Ministry of Health to the Ministry of Community and Social Services was the first stage of an overall policy in this field. It is the aim of the Government that all programs and services for the mentally retarded in Ontario will be the responsibility of this Ministry and that the mandate will include the development of a full range of alternatives in these services.

The ultimate objective is to give the retarded and their families the opportunity to choose for themselves the most appropriate facility and location to meet their particular needs, without having to consider the financial implications. In order to achieve this over the next few years, we must begin now to plan and co-ordinate alternatives to what at present comprise mainly institutional services.

Until details of how the Mental Retardation Services program will ultimately fit into the reorganized structure of the Ministry have been worked out, few changes will be introduced immediately.

Enabling Legislation

The program includes institutional care for some 6,458 retarded persons in 12 facilities, funded totally and operated directly by this Ministry. It also includes care for 762 retarded persons in eight facilities, funded 100 per cent by this Ministry but operated

by community boards. The services offered in these facilities, in addition to residential care, include formal education and vocational training, the teaching of self care and social adjustment, and assessment of individual potential.

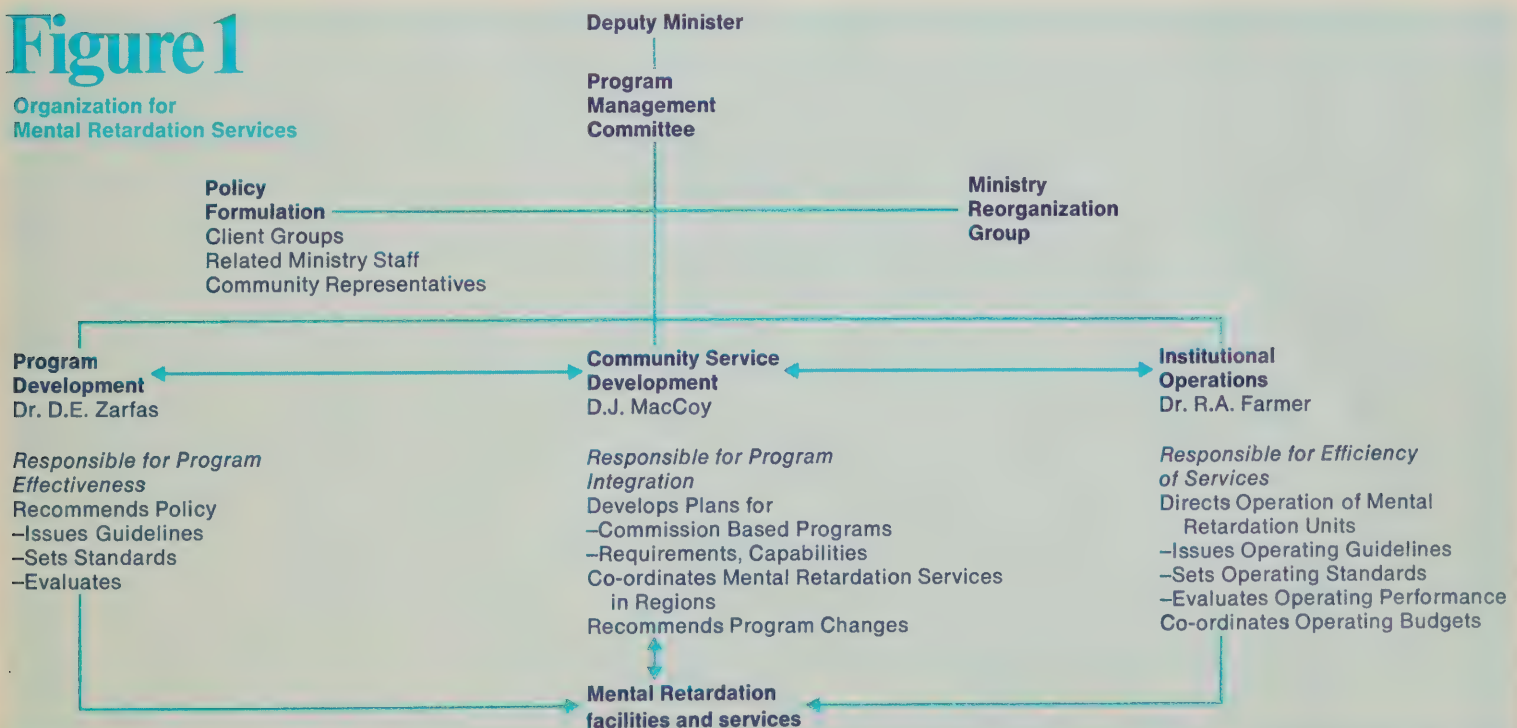
In March, Minister Rene Brunelle introduced in the Legislature a new act, entitled The Developmental Services Act, 1974. This Act is the enabling legislation for effecting the transfer and to ensure continuity in operating the services for the mentally retarded. The drafting of the legislation makes provision for future developments and expansions in the program. Copies of the third reading of the Act (Bill No. 7) may be obtained from the Ontario Government Bookstore, 880 Bay Street, Toronto M7A 1N8.

A year ago in March 1973, a Green Paper was released, outlining the new policy focus of the Ontario Government with respect to the needs of the retarded. This paper, entitled "Community Living for the Mentally Retarded in Ontario: A New Policy Focus", called for the integration of services to the mentally retarded and more emphasis on normal community living. This followed upon recommendations made earlier in the 1971 Williston Report.

On January 25, a special joint meeting of the Ontario Association for the Mentally Retarded and the Ministry was held at Queen's Park to discuss the various aspects of the transfer, and

Figure 1

Organization for Mental Retardation Services



to receive the views of all those concerned.

In line with the reports and discussions, the Ministry has adopted a policy in which the following considerations are implicit:

–*First*, that the mentally retarded person be given every opportunity to develop the greatest possible degree of participation in society.

–*Second*, that society must maintain for him the maximum degree of normalcy in all of his experiences to allow him a healthy and happy development as a total person.

–*Third*, that the mentally retarded person have access to the full range of community services.

Two Separate Processes

These are the principles underlying what we are trying to achieve. But linked with concern for the integration of this program is the fact that the Ministry is at present undergoing a major reorganization. For this reason, the two processes of implementation have been kept separate and the Mental Retardation Services program has been transferred with only minimal changes.

In order to give more time to assess how the Mental Retardation Services program and the programs of Community and Social Services should be integrated, there will be a management committee to co-ordinate the Mental Retardation Services program. On this committee, which is chaired by Alan Gordon, Assistant Deputy Minister of Program Development, are vice-chairman John Anderson, Assistant Deputy Minister of Delivery; Jack McKnight, Executive Director, Financial and Administrative Services; Dr. Don Zarfes, Executive Director, Mental Retardation Program Development; Dr. Ron Farmer, General Manager, Mental Retardation Institutions Operations; and Dave MacCoy, Director, Mental Retardation Community Services Development. An outline of the reporting relationships and responsibilities is shown in Figure 1.

As the incorporation of the services for the mentally retarded moves forward and the integration of that program with the rest of the Ministry is yet to be determined, more information on the program and the processes will be communicated in the next issue of Access.

Access

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Excerpts from the Statement
by Minister Rene Brunelle
in the
Ontario Legislature
in introducing
The Developmental Services Act,
1974

Community Care for the Mentally Retarded

As you all know, the responsibility for administering services for the mentally retarded in Ontario was transferred from the Ministry of Health to the Ministry of Community and Social Services on April 1 this year, as the first stage of an overall policy in this field.

In the policy the Government has adopted, three considerations are implicit:

—First, that mentally retarded people be given every opportunity to develop to their ultimate potential.

—Second, that society must maintain for them the maximum degree of normalcy in all of their experiences.

—Third, that mentally retarded people have access to the full range of community services.

Of the several thousand adults and children at present in institutions throughout the Province because of mental retardation, we are convinced that many could benefit from living as an integral part of the community. Yet we recognize that this may well be the most difficult part of our task ahead.

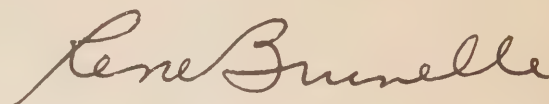
There must be a variety of linkages to the services already available in the community. Moreover, there must also be an extension, expansion and diversification of such services in communities not only to meet the needs of

those returning to them from institutions, but also of those persons with developmental handicaps now living in the community.

It will be apparent to all that such a program of community living for the mentally retarded will take some time to develop and effect properly. This expansion of activities will also require additional funds at a time when many other urgent needs also merit attention.

We recognize that it will be some years before all retarded persons can be returned to their home communities from the Provincial Facilities and that there will be an ongoing, new and dynamic role for these Facilities. We, therefore, intend to ensure that resources are available for them to provide the highest level of service to their residents, and for them to become an integral part of the service system for the community they serve.

In the case of those who can be enabled to return or to remain in the community, we must strive to make living arrangements within the community as normal as possible. The support systems of the Ministry of Community and Social Services must, under our new mandate, help in the establishment of such care systems in a community setting — this is a primary reason for transferring the Mental Retardation program to our Ministry.



Rene Brunelle
Minister

Access 3

Volume 1, Number 3
June, 1974

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Hon. Rene Brunelle
Minister

Miss D. Crittenden
Deputy Minister

Peggy Butler
Editor



Ontario

Special Committee will Implement Ministry's New Mandate

The Ministry is now, through a special Mental Retardation Management Committee and in close co-operation with the Ontario Association for the Mentally Retarded and other interested bodies, studying the most effective means of implementing its mandate to administer services for the mentally retarded in Ontario.

Serving on this committee are chairman Alan Gordon, Assistant Deputy Minister for Program Development, vice-chairman John Anderson, Assistant Deputy Minister for Delivery, and Jack McKnight, Executive Director of the Ministry's Financial and Administrative Services.

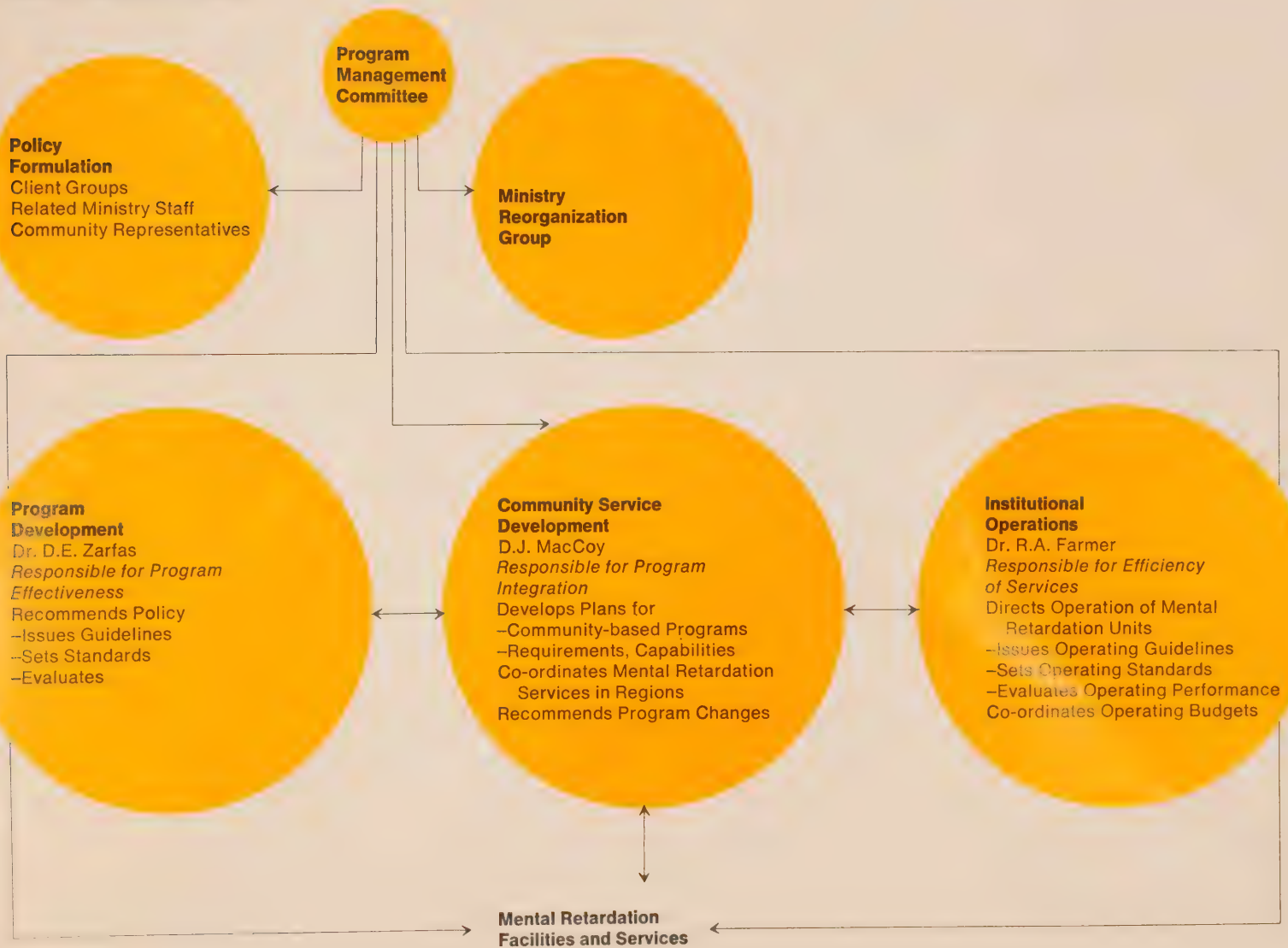
Committee members with direct responsibility for reorientation of the program are Dr. D.E. Zarfes, Executive Director, Mental Retardation Program Development, who is responsible for program effectiveness; Mr. D.J. MacCoy, Director, Mental Retardation Community Services Development, whose responsibility is program integration; and Dr. R.A. Farmer, General Manager, Mental Retardation Institu-

tional Operations, who directs the administration of the Mental Retardation Facilities and is responsible for the efficiency of the services offered.

As a first step in assessing its task, the Mental Retardation Management Committee has issued a discussion paper. Entitled "A New Mental Retardation Program for Ontario", the paper was circulated to senior Ministry staff as well as to interested agencies and organizations at the beginning of June, inviting views and reactions.

Organization for Mental Retardation Services

Deputy Minister



Schedule

Facilities for the Mentally Retarded

The Mental Retardation Services program which is now the responsibility of the Ministry of Community and Social Services includes care in the Provincial Facilities for some 8,000 retarded persons. Slightly over 3,000 of them are children and the rest are 18 years of age or over.

These facilities are funded and administered under The Developmental Services Act, 1974, the enabling legislation passed by the Ontario Government in March to effect the transfer from the Ministry of Health and to ensure continuity of services to the mentally retarded.

Under the Act, Schedule 1 facilities are funded totally and operated directly by the Ministry of Community and Social Services; Schedule 2 and Schedule 3 facilities are funded 100 per cent by the Ministry but operated by community boards. There are 6,900 residents in 15 Schedule 1 facilities; some 763 residents, most of them children, are cared for in eight Schedule 2 facilities, and one Schedule 3 facility offers extramural services to an average of 25 persons per month.

The services provided by these Facilities cover a wide range of programs. Many provide diagnostic, assessment and counselling services to families in their surrounding communities. All of them provide residential treatment and training programs. The programs will include developmental and activity training for people who are profoundly and seriously retarded.

Educational programs for all retarded persons of school age, who are able to benefit from schooling, is provided by the Ministry of Education staff. Occupational and work training programs leading to sheltered work employment or rehabilitation into the work force are to be found in many of these Facilities. All of them provide a broad range of medical, social, psychological and dental services, as well as a wide range of recreational and leisure-time experiences.

Name and Location	Administrator	Statistics	Type of Service
Pine Ridge (formerly Ontario Hospital) Aurora, Ontario I4G 3H3	Mr. R.W. Blakeman	Residents 164 Staff 187	Moderately-severely retarded men; serves Counties of York, Peel, southern Simcoe and Ontario
Southwestern Regional Centre (formerly Ontario Hospital School) Cedar Springs P.O. Box 1000 Blenheim, Ontario N0P 1A0	Mr. N.R. Dearlove	Residents 912 Staff 884	Mentally retarded of all degrees coming from southwestern Ontario and Hamilton-Niagara regions; extramural services, Kent County
D'Arcy Place (formerly Ontario Hospital) 78 University Ave. E Cobourg, Ontario K9A 1C8	Mr. E.M. Sorin	Residents 224 Staff 263	Mildly-severely retarded girls and women; emphasis on training and rehabilitation programs, particularly domestic arts; covers south central and eastern Ontario for this specialized service; offers extramural services to Durham East and Northumberland Counties
Adult Occupational Centre Edgar P.O. Box 12000 Barrie, Ontario L4M 4W3	Mr. L.W. McKerrow	Residents 221 Staff 211	For young adults and older adolescents whose major needs are self-care, social and work skills for a quick return to the community; covers the entire Province in this specialized field
Midwestern Regional Centre P.O. Box 400 Palmerston, Ontario N0G 2P0	Mr. G.C. McArthur	Residents 217 Staff 244	Activity and educational programs for children aged 6 to 18 years from central west Ontario
Prince Edward Heights P.O. Box 440 Picton, Ontario K0K 2T0	Mr. R.P. MacKenzie	Residents 336 Staff 358	Education, activity and rehabilitation programs for children and adults from Lake Ontario area
Rideau Regional Centre (formerly Rideau Regional Hospital School) P.O. Box 2000 Smiths Falls, Ontario K7A 4T7	Dr. J. McHugh (Acting Administrator)	Residents 1,595 Staff 1,486	Mentally retarded of all ages and degrees; serves southeastern and northeastern Ontario
Surrey Place Centre (formerly Mental Retardation Centre) 2 Surrey Place Toronto, Ontario M5S 2C2	Mr. Lloyd Jackson	Residents 24 Staff 134	Diagnostic and counselling services for all ages; serves counties of Halton, Peel, York and southern Ontario. Teaching and research association with Universities of Toronto and York
CPRI (formerly Children's Psychiatric Research Institute) P.O. Box 2460, Terminal "A" Kingston, Ontario	Mr. R.E. Builder	Residents 120 Staff 371	Diagnostic and counselling services for all ages; serves southwestern Ontario. Teaching and research association with University of Western Ontario
Oxford Regional Centre (formerly Oxford Mental Health Centre) P.O. Box 310 Woodstock, Ontario N4S 7X9	Mr. R.D. Goodbun	Residents 601 Staff 760	Activity, training and rehabilitation programs for adult ambulatory from southwestern Ontario; small psychiatric component
Muskoka Centre P.O. Box 280 Gravenhurst, Ontario P0C 1G0	Mr. W.M. Wojcik	Residents 303 Staff 234	Personal care and activities, education and rehabilitation programs to a population of all ages, predominantly adult females; serves central Ontario area
Huron Regional Centre (formerly Ontario Hospital School) P.O. Box 1000 Orillia, Ontario L3V 6L2	Mr. R.J. Wilson	Residents 1,669 Staff 1,536	Full range of personal care and education, activities and rehabilitation programs for mentally retarded of all ages and both sexes; serves central Ontario area

Name and Location	Administrator	Statistics	Type of Service
* L.S. Penrose Centre (formerly Mental Retardation Unit, Kingston Psychiatric Hospital) Kingston, Ontario	Dr. B.D. McCreary	Residents 147 Staff 114	Provides activity, educational and rehabilitation programs; offers diagnostic, assessment and community-oriented services to Kingston area and, through travelling teams, to a number of counties in southeastern Ontario
* Northwestern Regional Centre (formerly Mental Retardation Unit, Lakehead Psychiatric Hospital) P.O. Box 930 Thunder Bay, Ontario	Father John Rice	Residents 226 Staff 92	Diagnostic, assessment and counselling services as well as education, training and rehabilitation programs for retarded children and adults in northwestern Ontario
* Durham Regional Centre (formerly Mental Retardation Centre, Whitby Psychiatric Hospital) Whitby, Ontario	Dr. P. Caron	Residents 138 Staff 115	Established last year, the centre offers residential care, activities, rehabilitation and extramural services to adults from the Regional Municipality of Durham and children from the Regional Municipality of Durham and from Scarborough
The Sunbeam Home 2749 Kingsway Drive Kitchener, Ontario	Mr. Pieter Vos	Residents 126 Staff 117	Accommodates profoundly retarded, multiply-handicapped young children from southwestern Ontario
Brantwood 25 Bell Lane Brantford, Ontario	Mr. C.B. Gladman	Residents 91 Staff 46	Serves profoundly retarded, multiply-handicapped children from southwestern Ontario
Dr. Rygiel Home for Children 430 Whitney Ave. Hamilton, Ontario	Mrs. F. Nicholson	Residents 98 Staff 85	Personal-care programs for profoundly retarded, multiply-handicapped children in Hamilton and the Regional Municipality of Niagara
Christopher Robin Home for Children R.R. 1 Whitby, Ontario	Mr. K.C.H. Barnes	Residents 51 Staff 39	Accommodates profoundly retarded, multiply-handicapped children from central Ontario
Ontario Home for Mentally Retarded Infants P.O. Box 100 Plainfield, Ontario	Mr. G.W. Colwill	Residents 73 Staff 66	Serves young children from central Ontario who are profoundly retarded, with multiple handicaps
Ongwanada Hospital 790 Princess St. Kingston, Ontario	Mr. Hugh Wadley	Residents 98 Staff 64	Serves profoundly retarded, multiply-handicapped children from southeastern Ontario; program operated in association with respiratory disease unit and chronic care unit
Walter P. Hogarth Memorial Hospital 300 N. Lillie Thunder Bay, Ontario	Mr. J.T. Walker	Residents 105 Staff 76	Cares for profoundly retarded, multiply-handicapped children from northwestern Ontario
Bethesda Home Vineland, Ontario	Mr. N. Braun	Residents 121 Staff 81	Provides residential services and vocational training for mentally retarded adults from Hamilton and the Regional Municipality of Niagara
* Algoma District Mental Retardation Service 75 Elgin Street Sault Ste. Marie, Ontario	Mr. L.C. Bishop	Out-patients only Staff 16	Provides diagnostic, parent counselling, family support and home care programs for persons of all ages and levels of retardation; serves the Algoma district

*Schedule 3 Facility

*Only the mental retardation unit,
and not the whole hospital, has
been transferred to the Ministry of
Community and Social Services

Schedule 2&3

Profiles

Dr. D.E. Zarfes
Executive Director
Mental Retardation Program
Development Division

is responsible for the effectiveness of the Ministry's Mental Retardation Program. This includes recommending policy, issuing guidelines, setting standards and evaluating the programs.

Born in Hamilton, he received his schooling in Orillia before

attending Queens University, Kingston. After graduating as a physician in 1952, he specialized in psychiatry at the University of Toronto.

Dr. Zarfes, who is a Fellow of the Royal College of Physicians (Canada) and a Fellow of the American Association on Mental Deficiency, began his career as Staff Psychiatrist at the Ontario Hospital, Hamilton.

He was the founding Superintendent, Children's Psychiatric Research Institute in London, Ontario, from 1960 to June, 1965.

Dr. Zarfes was a special consultant on mental retardation to the World Health Organization from 1968 to 1970. He has been Chairman of the Professional Advisory Committee of the Canadian Association for the Mentally

Retarded since its inception in 1964.

On July 1, 1965 he became the first Director of the Mental Retardation Services Branch of the Mental Health Division, Ontario Ministry of Health, a position he held until the Mental Retardation Services program was transferred to the Ministry of Community and Social Services on April, 1974.

Mr. D.J. MacCoy
Director
Mental Retardation
Community Services
Development

is responsible for program integration. This involves developing plans for community-based programs, co-ordinating mental retardation services in the Regions, and recommending program changes.

After receiving a B.A. degree in Philosophy from Laurentian

University and his M.S.W. in Social Work from the University of Michigan, he joined the Ministry of Community and Social Services in 1966 as Vocational Rehabilitation Counsellor and Supervisor.

In 1971 he became Staff Development Officer in the Ministry's Training and Staff Development Branch and later acted as co-ordinator for the Ministry's Special Community

Projects, including Summer Ontario '72 and Project 500. During 1972 he studied Advanced Social Welfare Administration at the University of Toronto.

Mr. MacCoy, who is a former part-time lecturer at the School of Social Work of Laurentian University, was a member of the Hanson Task Force on Community and Social Services until September, 1973. He then became co-ordinating secretary of the Program and

Operations Task Force with regard to the transfer of Mental Retardation Services from the Ministry of Health.

He is a member of the Provincial Government Committee on Guardianship, the Provincial Sheltered Workshops Committee and the American Public Welfare Association.

Dr. R. A. Farmer
General Manager
Mental Retardation
Institutional Operations

is responsible for the efficient day-to-day administration and management of the Provincial Mental Retardation Facilities. In directing the operation of the Facilities, he directs and sets guidelines and standards, evaluates operating performances and co-ordinates operating budgets. He also directs a full range of counselling services in the Facilities.

After qualifying as a Physician at the University of Toronto in 1958, he continued his post-graduate studies at the same University's School of Business, receiving a Master's degree in Business Administration in 1964. He also graduated from the School of Hygiene with a degree in Hospital Administration.

Dr. Farmer, who is member of a number of medical, hospital and related associations and committees, is a Fellow of the Toronto Academy of Medicine and a Member of the Institute of Public Administration (Canada).

After eight years' service with Toronto General Hospital, during which time he was Director of Medical Services from 1962 to 1966, he joined

the Ontario Ministry of Health as Director of the Hospital Management Services Branch. He held this post until April 1, 1974, when he transferred to the Ministry of Community and Social Services to take up his present appointment.



Dr. D.E. Zarfes



Mr. D.J. MacCoy



Dr. R.A. Farmer

Existing Community Programs that Serve Mentally Retarded

The choice of the Ministry of Community and Social Services to undertake responsibility for Mental Retardation Services is largely due to the fact that a number of community-based programs already administered, sponsored, funded, or co-ordinated by the Ministry are specifically geared to the needs of the mentally retarded.

With the new emphasis on, and long-term planning toward, enabling mentally retarded persons now resident in institutions to return to their communities, increased resources will be required for expanding these programs.

Financial Assistance

Financial assistance for mentally retarded persons living in the community is an important part of the provincial Government's Family Benefits allowance program, which is administered by this Ministry to aid people who are likely to be in need for a long time.

To qualify for Family Benefits, a mentally retarded person must be 18 years of age or over and unable to provide fully for his or her financial needs. The assessment for eligibility is, in such cases, based on the individual's income and daily needs and not on the circumstances of the family.

Around 4,500 mentally retarded people in Ontario at present receive Family Benefits allowances. It is estimated that twice that number might be eligible. Additional information is available from the Ministry's District Offices.

Residential Programs

At the end of 1973 there were 30 residences in operation, specifically serving 600 to 700 retarded persons. These homes are administered by non-profit community groups with funding from the Children's Services Bureau of the Ministry under The Homes for Retarded Persons Act. It is expected that about 20 per cent of those in residences could move to less supervised "auxiliary residences" in their communities. As a result, 100 or more beds could gradually be freed for other retarded persons as these new auxiliary residences are developed.

Forty interested community groups have applied to build residences in 1974 and there are funds available to meet these requests. The recent change in policy, enabling the Ministry to provide 80 per cent of the funding for capital grants, should make it easier for groups to develop such community-based homes.

Because of the importance of having the support and understanding of neighbours,

careful planning and the involvement of members of the public will be necessary in the establishment of residential programs in the community.

There are also 15 special private boarding homes across the Province which take in children up to the age of 18. Approximately 250 retarded children reside in such homes. The Ministry of Community and Social Services, through the Children's Services Bureau, plays an essentially consulting and co-ordinating role to ensure that high standards of care are met.

In addition, the Mental Retardation Services program purchases community residential services for 270 persons in 111 Approved Homes. Mentally Retarded persons also, at times, benefit from programs in Homes for the Aged, Nursing Homes and Chronic Care Facilities.

Day Care and Developmental Centres

At present there are 60 day nurseries which care for some 650 pre-school retarded children in Ontario (in addition, many mentally retarded children are attending regular nurseries). These day nurseries are funded and operated with subsidies from the Children's Services Bureau of the Ministry under The Day Nurseries Act.

There are also 11 Developmental Centres specifically designed to provide developmental services for about 250 seriously and profoundly retarded children aged from two to 18 years, many of whom are multiply handicapped.

Because of the need for programs which will aid in the development of life skills for mentally retarded children in general, and not just for those who are severely and profoundly retarded, it is anticipated that these programs will be expanded significantly in the next few years.

It is expected that a minimum of 24 developmental centres will be needed in the Province over the next two years. With the recent change to 100 per cent funding on capital grants, it is hoped that community organizations will find it easier to attain this goal.

While some of the new services which will be provided will cater for the severely and profoundly retarded, it is anticipated that others will concentrate on the moderately and mildly retarded. Of particular importance will be those for children under four years old, as it has been

scientifically demonstrated that one half of a child's development occurs before the age of four.

Vocational Training

There are at present 84 sheltered workshops employing 2,800 retarded persons across Ontario. These workshops are operated by local Associations for the Mentally Retarded with capital grants from the Ministry of Community and Social Services for 25 per cent of the approved cost and operating grants averaging \$40 per person per month.

Three basic functions provided by the workshop program include assessment, training and long-term sheltered employment. It serves as an integral component of the Vocational Rehabilitation program in which counsellors provide a wide range of services to the trainees and their families.

In the future, the greatest need will be for training and long-term sheltered employment for those persons coming out of the school system and the institutions. Also, the workshops will be used increasingly for moving the retarded into industry.

Protective Services

In recent years it has been of great concern that a social service system be developed to provide supervision and care for those individuals not fully able to act on their own behalf. Retarded persons living in the community might not always have relatives or friends who can look after their interests.

service workers in the field, some of them working directly with the local Association for the Mentally Retarded. It is hoped that the program will be expanded this year to include all 20 of the Ministry's District Offices. It is expected that the service will be "purchased" where possible from local associations for the mentally retarded.

Protective services involve direct case work with and counselling of mentally retarded adults who are living in a community without family support. The workers ensure that such persons have appropriate accommodation, employment, recreational facilities, etc., and give personal counselling for emotional, social and financial problems. By acting as a link with other government agencies and organizations, they also ensure that appropriate medical, dental and trusteeship services are available to the mentally retarded.

The program will also depend to a large extent on the development of volunteer services, selecting and preparing volunteer workers to assist individual retarded persons in their communities.

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